



2019 Investor Day

Sheraton New York  
Times Square Hotel

May 21, 2019



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Rooted in Our Mission:

Through our exceptional health care services,  
we reveal the healing presence of God.





# Financial Update and Guidance





## Industry Leading Disclosure Practices

SSM Health is the **first**  
non-profit health system  
to offer financial guidance

*“SSM has **excellent** disclosure practices, acting  
more in this regard as a public corporation  
with guidance...”*

– Kevin Holloran, Fitch Ratings

# Financial Forecast and Guidance

## 2018 Guidance

	Original	Final	Actual
FY Revenue	\$7.4bn - \$7.7bn	\$7.4bn - \$7.6bn	\$7.6bn
FY Operating EBITDA	\$425mm - \$475mm	\$490mm - \$520mm	\$514mm
FY Income	\$50mm - \$80mm	\$100mm - \$130mm	\$124mm

Income guidance increased by **75%**

FY '18 results were at **top end of range**

# Financial Forecast and Guidance

## 2019 Guidance

FY Revenue

**\$7.5bn – \$7.8bn**

FY Operating EBITDA

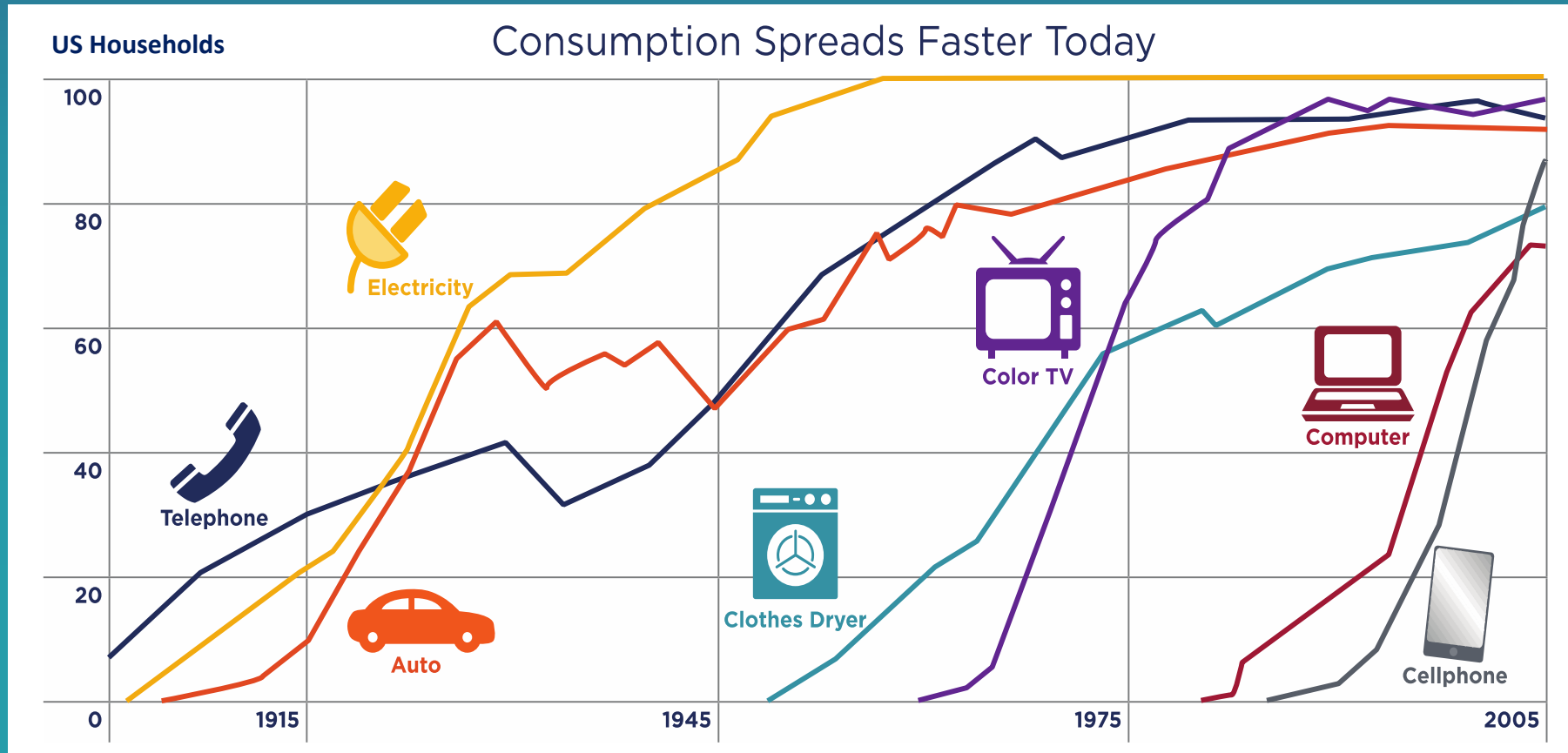
**\$525mn – \$575mn**

FY Income

**\$140mn – \$170mn**

2019 guidance  
**25% higher than 2018 actual results**

# The Accelerated Pace of Consumer Adoption and Change





# Vision 2023

As a Catholic healing ministry, SSM Health will be a leader in delivering **compassionate, safe, affordable** and **accessible** care designed around **the needs of the individual**.

We will nurture the **well-being of our communities** and partner with others to continuously seek out **innovative** solutions that **improve health in every stage of life**.



growth and  
partnerships



exceptional  
performance



connectivity  
and culture



transformation

# True North Statements



growth and  
partnerships

We will be an industry leader with integrated partners who strengthen our health ministry.



exceptional  
performance

We will deliver the highest quality, safest and most affordable health care services, exceeding expectations for every person we encounter.



connectivity  
and culture

We will be nationally recognized as the health ministry where people can reach their greatest potential and fulfill their calling to serve others.



transformation

We will build healthier communities by making individualized care simple to access and sustainable.

# Growth and Partnerships



# Exceptional Performance





# Exceptional Performance



exceptional  
performance



## Exceptional Diabetes Care Management

Exceeding NCQA's HgB A1c control  
benchmark for the past 3 years



# Connectivity and Culture

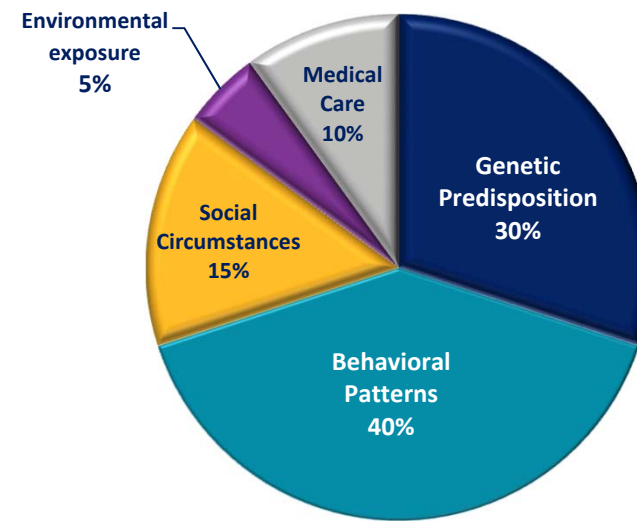


# Connectivity and Culture



connectivity  
and culture

**Social Determinants of Health**

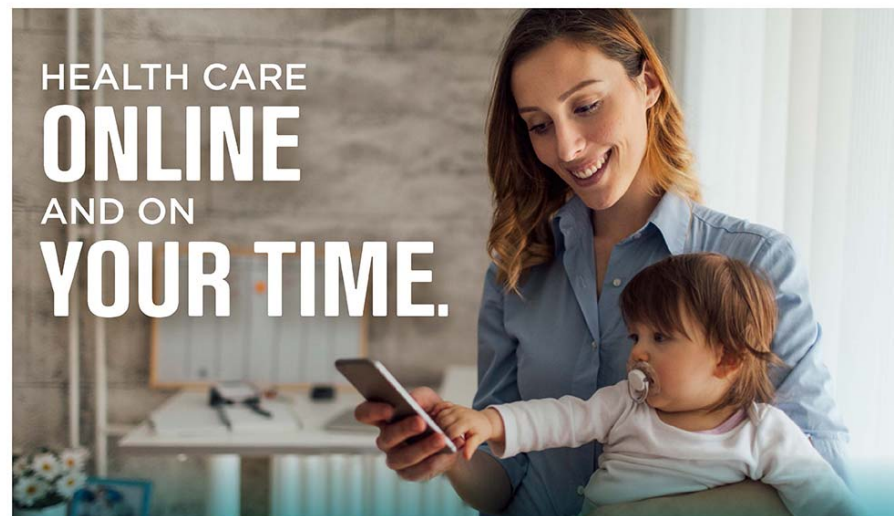


People  
come first





# Transformation



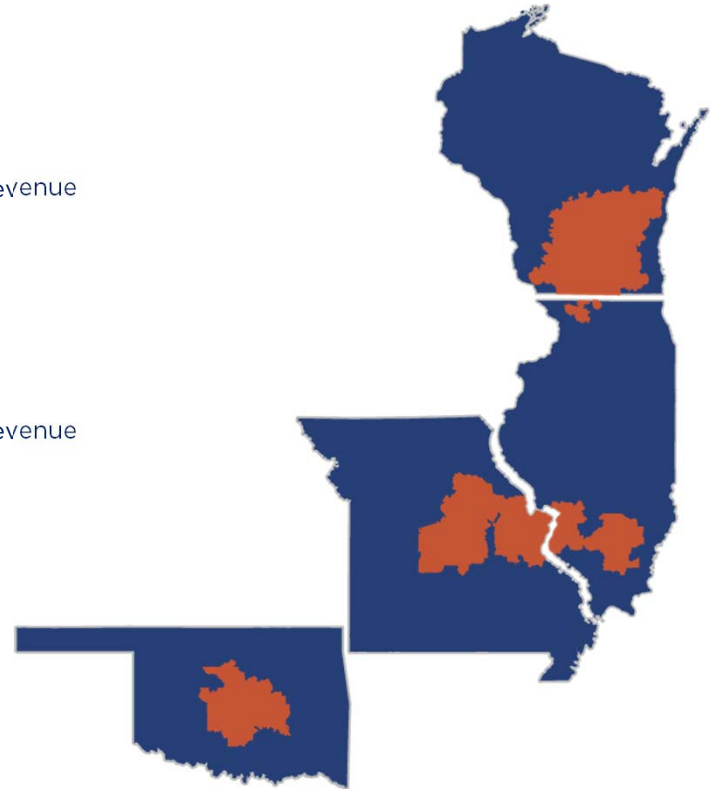
# Diversification is Key

**\$7.6 billion**  
Total revenue  
(2019)

**51%**  
Inpatient revenue  
(2009)

**\$2.9 billion**  
Total revenue  
(2009)

**26%**  
Inpatient revenue  
(2019)



# Investor Day Presenters



**Laura S. Kaiser**  
President/Chief Executive Officer



**Kris A. Zimmer**  
Chief Financial Officer



**Steve Smoot**  
Chief Operating Officer



**Matthew Hanley, MD**  
Chief Clinical Officer



**David Fields**  
President, Dean Health Plan



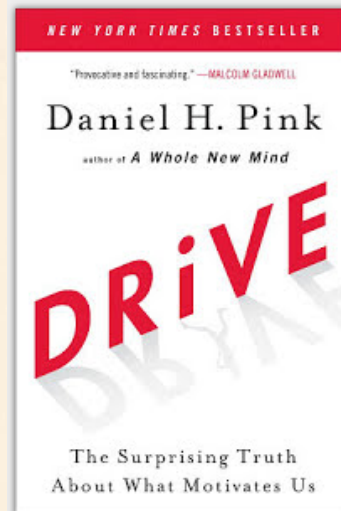
Strengthening  
our Operational  
Foundation





*Strengthening our  
Operational Foundation:*

# The Power of the 40,000



*“Control leads to compliance. Autonomy leads to engagement.”*

-Daniel Pink

*Strengthening our  
Operational Foundation:*

Organizations  
Visited  
and/or  
Consulted



**RioTinto**



**TOYOTA**



*Strengthening our  
Operational Foundation:*

# Continuous Improvement



*Strengthening our  
Operational Foundation:*

## Operating Model: Systems and Elements

Strategy Deployment

Performance Visibility

Daily Improvement



*Strengthening our  
Operational Foundation:*

## My Personal Experience



*Strengthening our  
Operational Foundation:*

## My Personal Experience



Watson Health™  
**100 TOP  
HOSPITALS®**  
EVEREST 2018



*Strengthening our  
Operational Foundation:*

## Clinically Driven Organization

System  
Operations  
Council

System  
Clinical  
Councils

- Builds stronger alignment
- Creates a clinically driven culture
- Improves flow of communication
- Ensures system and regional collaboration
- Reduces clinical variation



*Strengthening our  
Operational Foundation:*

Empowered by  
Information  
Technology



Positioned for  
Growth and  
Transformation

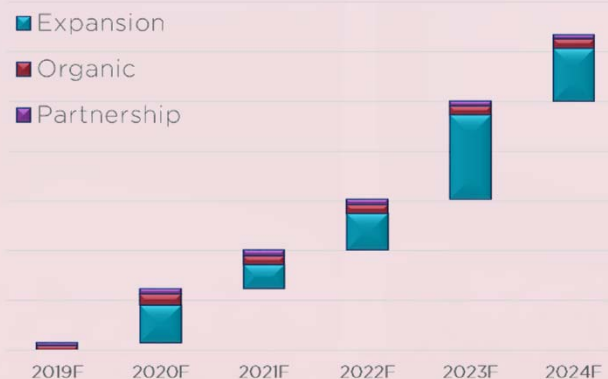




*Positioned for Growth  
and Transformation:*

# Dean Health Plan Expansion

## Collaborating for Growth



1

Market Growth in  
Existing Geographies

2

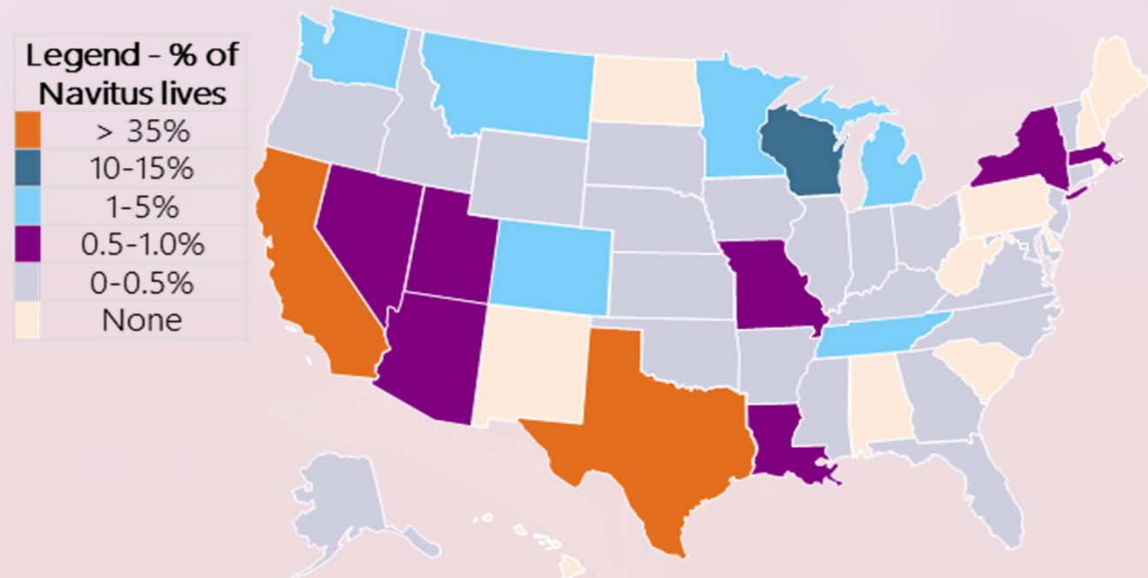
Expansion Opportunities  
*With a plan for product pacing  
over multiple years*

3

Partnership Opportunities  
*Volume to Value*

*Positioned for Growth  
and Transformation:*

# Navitus Evolution

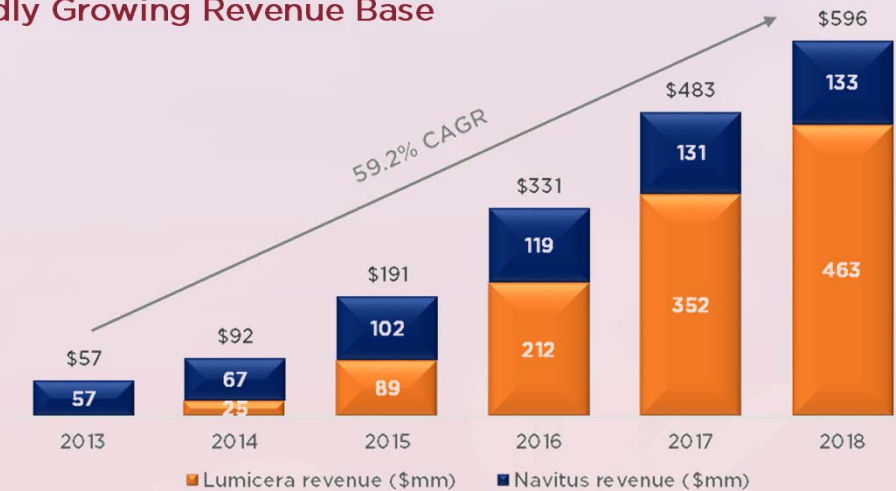


- 6 Million Lives in 39 States
- \$500 million in rebates
- \$4 billion+ in paid claims
- Fully transparent approach

*Positioned for Growth  
and Transformation:*

## Navitus and Lumicera Growth

Rapidly Growing Revenue Base



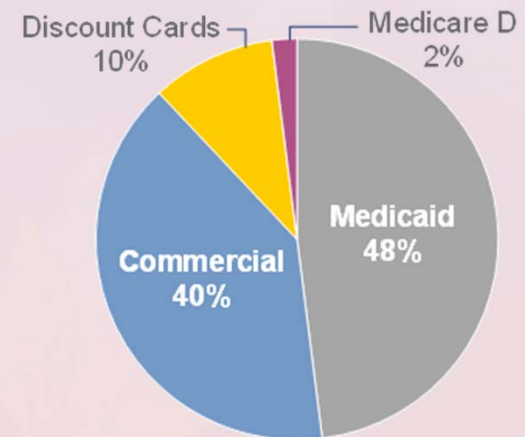
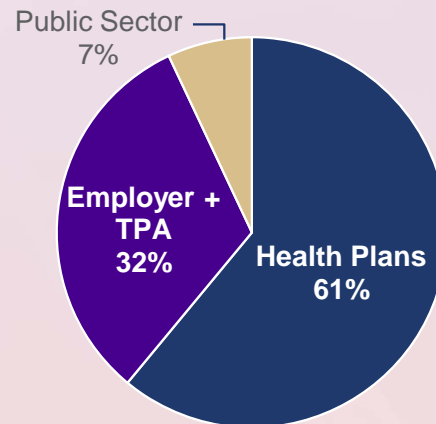
Strong Client Growth



*Positioned for Growth and Transformation:*

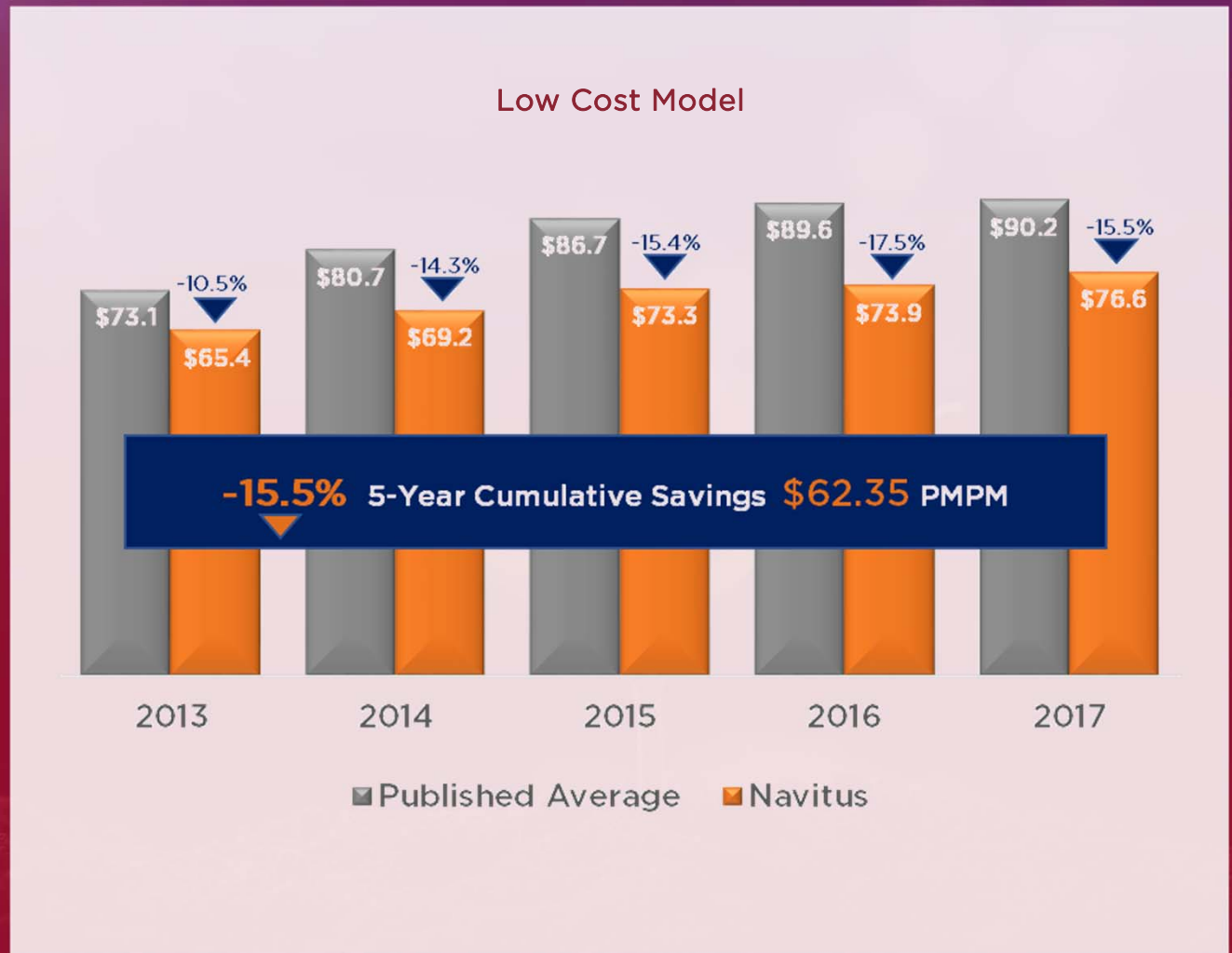
## Navitus Diversification and Thought Leadership

### Diversified Customer Base



*Positioned for Growth  
and Transformation:*

## Navitus Results Driven Model





*Positioned for Growth  
and Transformation:*

## Managing Capital



The future SSM Health Saint Louis University  
Hospital campus

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